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12 April 1956

TO: CIA Career Council

SUBJECT: Individual Career Planning

Recommendations for the approval of the CIA Career Council are contained in paragraph 6, page 6.

1. PROBLEM:

To establish an Agency-wide program of individual career planning on an orderly basis.

2. ASSUMPTIONS:

- a. A plan containing proposals for an individual's training and assignments for the foreseeable future serves as an incentive for the individual to do better work and to direct his interests to a long-term career in the Agency.
- b. A plan, which is compatible with an individual's known ability or his demonstrable potential, if designed in terms of the needs of the Agency, increases the individual's potential contributions to the mission of CIA.
- c. Individual Career Plans, reviewed by appropriate officials and made a matter of official record, assist Agency officials in meeting present and future personnel requirements and serve as a basis for estimating manpower potential for future intelligence activities.
- d. Supervisors and officials responsible for the individual career planning function will apply sound principles of personnel management. In the performance of their counseling function they will emphasize that career progression is dependent upon the initiative reflected in an individual's performance and self-development.
- e. Individuals and supervisors will recognize that continuity of career interest and consistently satisfactory performance rather than rotation from area to area or function to function are basic in career progression. Individual career planning does not imply that proposals for reassignment or formal training are inherent or must be included in a plan.

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3. FACTS:

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- a. Each member of the CIA Career Staff is assured that attention will be given to his personal progress. The Application for Membership in the Career Staff of CIA states: "...that with continuing satisfactory work performance and conduct on my part, just and equitable attention will be accorded my personal progress during my tenure in the Career Staff."
 - b. Regulation No. [REDACTED] places responsibility upon the Heads of Career Services:
 - (1) To plan the utilization and development of members of their Service, including their training, assignment, rotation, and advancement; and
 - (2) To plan the rotation and reassignment of members of their Service so as to enable the Career Service to meet long-range personnel requirements through orderly processes.
 - c. Some Career Services have made great strides in establishing programs calling for written plans for the assignment, training, and development of individuals under their jurisdiction but on the whole individual career planning is currently in its initial stage. Approximately [REDACTED] Individual Career Plans using different procedures, formats, and planning criteria have been reported. However, there is no accurate way to determine to what extent career planning has been effected or for what percent of the employees no plans of any kind have been made.

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4. DISCUSSION:

- a. Career planning in the Agency is at present carried out, for the most part, in an informal manner. Plans for groups or certain categories of personnel are made, sometimes with - and many times without - the respective individuals in these groups participating on a witting basis. Long-range planning is confined, to a great extent, to a few specialists in the several functional fields. In general, individual career planning is considered the responsibility of the immediate supervisor, who may or may not have perspective or interest in the long-range development of individuals.
- b. An Agency policy which provides uniformity in individual career planning requirements is desirable in order to furnish guidance to the Heads of Career Services for the performance of their career planning function.

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- c. The Heads of Career Services have submitted reports on their policies and accomplishments in regard to career planning. These reports include comments and suggestions and indicate the need for an Agency-wide policy for individual career planning.
- d. The following basic principles must be considered in the development of policies and procedures for individual career planning:

(1) An Individual Career Plan

DEFINITION: An Individual Career Plan is a documented description of an employee's proposed career activities for an appropriate specified period and serves as a guide for future personnel actions affecting him.

DESCRIPTION: An Individual Career Plan should be compatible with the employee's current and prospective capabilities and the needs of the Agency and, insofar as possible, with his career interests. A Plan may include proposals for retention in present position, for reassignment, or for training. Such proposals may be specific or general in terms of time and place. Although reassignment and formal training may be proposed in a Plan, the function of individual career planning does not imply that such actions are inherent or required for career progression.

- (2) Supervisors and officials assisting in the preparation of individual career plans or reviewing specific proposals for future personnel actions must ensure that the real needs and potential of the individual are coordinated with the present and future requirements of the Agency.
- (3) Specific proposals for reassignment and training included in Plans are not to be considered as commitments on the part of the individual or the Agency. The expression of the individual's career interests and proposals made in plans are guides for future major personnel and training actions affecting the individual and must be subsequently considered by officials when approving such actions. This

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is not intended to restrict desirable flexibility of action but rather to ensure that major actions which deviate from the proposals in an individual's plan are taken after serious consideration of all pertinent factors. In line with this requirement, individual career plans should be made a part of an official record (i.e., placed in the individual's Official Personnel Folder) so they are available to all officials responsible for initiating and approving subsequent personnel actions.

- (4) The preparation of Plans for all employees in the Agency is not practical or necessary. However, formal exclusion of individuals or groups from career planning activities is undesirable and could easily cause a major morale problem. In order that inequities would not be set up, an Agency career planning policy should not exclude any employee or group of employees. The individual career planning program should be directed initially to certain groups or categories of personnel since the work load will initially be large. Selective criteria must be established to determine what groups would be required to have career plans. Factors such as age, grade, length of service in the Agency, and needs of the Agency would be considered in establishing priorities for processing plans. The practice of directing the individual career planning function initially to persons in recognizable priority groups would get the program under way in the Agency on a gradual and realistic basis, with the objective of eventually establishing individual career planning as a necessary personnel management practice for all career employees.
- e. An Agency form for the preparation of Individual Career Plans to be used by all Career Services is necessary to standardize the function of career planning for individuals. Various forms are currently being used in the Agency. Copies of some of these forms are attached as Appendix A. Most of them provide for the entry of biographic data items as well as proposals for future personnel actions for the individual concerned. It is thought that these forms do not include sufficient background data to provide a basis for determining future plans for the individual. They would necessarily have to be supplemented with a biographic brief or information from the Official Personnel Folder. The proposed form, "Career Plan" attached as Appendix B is a one-page sheet confined to information on the career interests of the individual and proposals for his future assignments and training. Space is provided for the comments of officials concerned in the career planning of the individual. Uniform administrative procedures can be developed once there is a standard form for individual career planning in use throughout the Agency.

19 April 1956

PROPOSED ADDITIONS TO STAFF STUDY,

"INDIVIDUAL CAREER PLANNING," DATED 12 APRIL 1956

Add to paragraph 4 DISCUSSION the following:

- f. There has been much concern over the fact that career planning is so commonly considered to be rotation and that if an individual prepares a plan, it means that sometime in the predictable future he moves some place. This misconception of career planning can be corrected by proper counseling on the part of supervisors. It would be normal if more than fifty percent of the plans prepared were to propose retention in present assignments for the immediate future. Emphasis must be placed on the fact that career planning is a personnel management procedure to provide for better utilization of manpower - first for the greatest benefit to the Agency and second for the greatest benefit to the individual. The object in preparing a career plan is to project the activities of an individual in order to direct and stabilize his planning for the future and to encourage him to give serious consideration to his skills, interests, aptitudes and performance in relation to the needs of the Agency. A plan prepared within the framework of these objectives serves as an incentive for the individual to do better work in his present assignment and recognizes that the development of a career is predicated from the beginning upon the individual's performance, consistent endeavor, and potential.

~~Add to paragraph 5~~ CONCLUSIONS the following:

- a. Individual Career Planning is a necessary personnel management procedure which provides guides for future personnel actions for individuals in order that job continuity and better utilization of manpower in the Agency may be effected.

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~~5. CONCLUSIONS:~~

~~The following conclusions are formulated:~~

- b* An Agency policy on individual career planning which provides guidance to the Heads of Career Services for the performance of their career planning function should be established. In order to effect uniformity in all the Career Services, the following principles for making and implementing career plans for employees should be approved as Agency policy:
- (1) Individual Career Plans should be eventually required for all members of the CIA Career Staff except supergrade employees.
 - (2) Individual Career Plans may be prepared for any staff employee or staff agent, if in the opinion of the individual or his supervisor the documentation of a plan for the individual is required or desirable.
 - (3) Individual Career Plans for persons presently in grades GS-11 and GS-12 should be given first priority by the respective Career Services in determining the sequence for processing plans.
 - (4) Individual Career Plans should be filed, subsequent to review by appropriate officials, in the Official Personnel Folder of the individual concerned.
 - (5) The Individual Career Plan, along with the annual Fitness Report, should be subsequently considered in connection with the approval of major personnel and training actions affecting the individual.
 - (6) A major change in status, such as reassignment, promotion, change in duty between headquarters and field, should trigger the review and extension of a Plan.
- c* The attached Form "Career Plan" (see Appendix B) should be used as a model in developing the basic individual career planning document for all Career Services.
- d* The following general responsibilities and procedures for the preparation and review of Individual Career Plans should be followed in all Career Services:
- (1) The Heads of Career Services will be responsible for initiating the preparation of Individual Career Plans for members of their Service.

(revised)

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- (2) Operating Officials will ensure that immediate supervisors or other appropriate officials work in collaboration with the individuals concerned and the appropriate Career Management Officers in the preparation of the Plans.
- (3) Heads of Career Services will ensure that Career Boards, Panels, or appropriate Senior Officials review all Individual Career Plans.
- (4) The original of the Individual Career Plan, subsequent to review and endorsement by appropriate supervisors and officials, will be shown to and noted by the individual concerned.
- (5) Heads of Career Services will ensure that the original of the Individual Career Plan, when appropriately endorsed, is forwarded to the Office of Personnel for inclusion in the individual's Official Personnel Folder. A copy of the Plan will be retained by the Career Service responsible for career planning for the individual.
- (6) Proposals for changes in a Plan may be initiated by the individual or the Head of his Career Service any time subsequent to the initial preparation of the Plan. Major changes or revisions will be subject to the same review as is required in the processing of the original Plan.

6. RECOMMENDATIONS:

It is recommended that:

- a. The conclusions in paragraph 5 be approved.
- b. An Agency Regulation on Individual Career Planning be prepared by the Director of Personnel and submitted to the Council for approval.
- c. The Council schedule a special meeting to which the Heads of Career Services and Operating Officials are invited to discuss the implementation of the Individual Career Planning Program.

FOR THE DIRECTOR OF PERSONNEL:



Deputy Director of Personnel
for Planning and Development

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